Atlantic Canada Opportunities Agency

Agence de promotion économique du Canada atlantique

2011-2012 Estimates
Part III

Report on Plans and Priorities

Canada

Ministers' Message

The Government of Canada remains committed to strengthening our country's national economy and laying the foundation for long-term economic prosperity for Canadians from coast to coast to coast.

Our government recognizes the success of the Atlantic Canada Opportunities Agency (ACOA) in fostering economic growth in Atlantic Canada. For nearly 25 years, the Agency has worked with its many partners to ensure that businesses and communities throughout the region receive the support they need to grow and succeed.

I am certain that ACOA will remain a key driver of Atlantic Canada's long-term economic success.

It is my pleasure to present ACOA's Report on Plans and Priorities, which outlines the Agency's activities and goals for fiscal year 2011-2012.

The Honourable Keith Ashfield
Minister of Fisheries and Oceans and
Minister for the Atlantic Gateway

Minister of State's Message

The Atlantic Canada Opportunities Agency (ACOA) has a proven track record of providing timely, targeted support that responds to the needs and concerns of businesses and communities throughout Atlantic Canada.

Looking forward, ACOA will continue to pursue its mandate to help create a prosperous, innovative and competitive Atlantic Canada by ensuring that the region's communities and small businesses have access to programs and services that help them become more diversified, productive and sustainable.

In 2011-2012, the Agency will continue to work with provincial governments, businesses and academia to increase the volume of research and development conducted in Atlantic Canada; and it will implement initiatives to help commercialize technology developed in the region.

In line with the Global Commerce Strategy, ACOA will work with its partners in promoting Atlantic Canada as a competitive business partner and a valuable link in the global supply chain. The Agency will also provide support to Atlantic businesses as they enter and expand their presence in international markets.

ACOA will continue to advocate for the region's needs in Ottawa to ensure that federal programs respond to the requirements of communities and businesses throughout Atlantic Canada's economically, linguistically and culturally diverse region. The Agency will focus on new technology-based growth sectors and the competitiveness of resource industries. It will also foster collaboration on the Atlantic Energy Gateway to facilitate the development of Atlantic Canada's clean and renewable energy sector.

In the coming fiscal year and beyond, ACOA will continue to fulfill its mandate to help Atlantic Canada realize its full economic potential, using innovative and effective approaches that evolve in step with the needs of this region.

The Honourable Bernard Valcourt
Minister of State
(Atlantic Canada Opportunities Agency)
(La Francophonie)

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Section 1: Agency Overview

1.1 Raison d'être and Responsibilities

The Atlantic Canada Opportunities Agency (ACOA) works to create opportunities for economic growth in Atlantic Canada by helping businesses become more competitive, innovative and productive, by working with communities to develop and diversify local economies and by championing the region's strengths in partnership with Atlantic Canadians. It plays an important role in developing and supporting policies and programs that strengthen the region's economy. This work addresses the Agency's mandate "to increase opportunity for economic development in Atlantic Canada and, more particularly, to enhance the growth of earned incomes and employment opportunities in that region." (Part I of the *Government Organization Act, Atlantic Canada 1987*, R.S., c G-5-7, also known as the *Atlantic Canada Opportunities Agency Act.*)

Established in 1987, ACOA is the federal department responsible for the Government of Canada's economic development efforts in the provinces of New Brunswick, Prince Edward Island, Nova Scotia, and Newfoundland and Labrador.

ACOA's head office is in Moncton, New Brunswick. Offices are located in all four provincial capitals in Atlantic Canada, each led by a regional vice-president. The Agency also provides services via a range of local field offices throughout the four provinces. In addition, through its Ottawa office, ACOA ensures that Atlantic Canada's interests are reflected in the policies and programs developed by other departments and agencies of the federal government. The Agency provides services in both official languages, as required.

Although the Agency's policies and program tools have changed since its inception, the overall goal remains constant. ACOA helps the Atlantic region to realize its full economic potential in terms of productivity, competitiveness and growth. Full economic potential can be achieved by identifying and addressing structural challenges in the economy, helping communities and businesses, including small and medium-sized enterprises (SMEs), to overcome barriers, and finding new opportunities for growth. ACOA is committed to helping the region make the transition to a more innovative, productive and competitive economy.

1.2 Contribution to the Federal Sustainable Development Strategy

ACOA is a participant in the Federal Sustainable Development Strategy (FSDS). The FSDS represents a major step forward for the Government of Canada by including environmental sustainability and strategic environmental assessment as an integral part of its decision-making processes. ACOA is implicated under Theme I: Addressing Climate Change and Air Quality and under Theme IV: Shrinking the Environmental Footprint – Beginning with Government. The Agency's contributions are further explained in Sections 2, 3 and 4.

For additional details on ACOA's activities to support sustainable development, visit http://www.acoa-apeca.gc.ca/English/publications/ParliamentaryReports/Pages/ACOAscontributiontotheFederalSustainableDevelopmentStrategy.aspx and see the Section 3 supplementary table "Greening of Government Operations."

For complete details on the Federal Sustainable Development Strategy, go to http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=C2844D2D-1.

1.3 Strategic Outcome and Program Activity Architecture

The diagram below illustrates ACOA's strategic outcome and Program Activity Architecture (PAA). The Agency's program activities and program sub-activities are aligned with the strategic outcome of a competitive Atlantic Canadian economy. The PAA reflects the results of policy research and analysis, periodic review of program effectiveness, ongoing dialogue with stakeholders in the region, and the priorities and direction of the Government of Canada.

Strategic Outcome: A Competitive Atlantic Canadian Economy

Program Activities[1]	Program Sub-activities
Enterprise Development	Innovation
	Entrepreneurship and Business Skills Development
	International Business Development[2]
	Financing Continuum
Community Development	Community Mobilization
	Community-based Business Development
	Community Investment
	Infrastructure Programming
Policy, Advocacy and Coordination	Policy
	Advocacy
	Coordination
Internal Services	Governance and Management Support
	Resource Management Services
	Asset Management Services

The following icons are used throughout the RPP to indicate ACOA activities that contribute to these FSDS themes:

Theme I: Addressing Climate Change and Air Quality

Theme IV: Shrinking the Environmental Footprint – Beginning with Government

[1] For descriptions of ACOA's program activities, refer to the publication *2011-2012 Estimates Parts I and II, The Government Expense Plan and the Main Estimates* at http://www.tbs-sct.gc.ca/est-pre/index-eng.asp.

[2] Starting with the reporting year 2011-2012, the Trade and Investment program sub-activities have been consolidated into one program sub-activity titled International Business Development.

1.4 Planning Summary

Financial Resources ($ millions)		
2011-2012	2012-2013	2013-2014
317.9	315.9	314.4

Human Resources (Full-time Equivalents, or FTEs)		
2011-2012	2012-2013	2013-2014
711	711	711

Strategic Outcome: A competitive Atlantic Canadian economy.	
Performance indicator	**Five-year target** (2008-2009 through 2012-2013)
Increase in Atlantic GDP for every dollar of ACOA expenditure in direct support of business	$4.50

	($ millions)				Alignment with Government of Canada Outcomes
	Forecast Spending	Planned Spending[4]			
Program Activity[3]	2010-2011	2011-2012	2012-2013	2013-2014	
Enterprise Development	192.0	170.2	178.4	179.0	Strong Economic Growth
Community Development	164.5	100.4	90.2	88.1	
Policy, Advocacy and Coordination	15.0	11.4	11.4	11.4	
Total	**371.5**	**282.0**	**280.0**	**278.5**	

As demonstrated in the above table, the majority of Canada Economic Action Plan (CEAP) initiatives end March 31, 2011. For fiscal year 2011-2012 and onward, planned spending returns to pre-CEAP levels

	($ millions)			
	Forecast Spending	Planned Spending		
Program Activity	2010-2011	2011-2012	2012-2013	2013-2014
Internal Services	43.4	35.9	35.9	35.9

[3] For descriptions of ACOA's program activities, refer to the publication *2011-2012 Estimates Parts I and II, The Government Expense Plan and the Main Estimates* at http://www.tbs-sct.gc.ca/est-pre/index-eng.asp.

[4] Planned spending does not include funding for Recreational Infrastructure Canada (RInC) projects extended to October 31, 2011, under Canada's Economic Action Plan.

1.4.1 Contribution of Priorities to Strategic Outcome

Operational Priority	Type[5]	Link to Strategic Outcome	Description
Focus programs and services on initiatives that advance the levels of productivity and competitiveness among entrepreneurs, SMEs and communities across the region. Increased emphasis will be placed on enhancing the productivity of Atlantic Canadian businesses.	Ongoing	A competitive Atlantic Canadian economy (Program activities: Enterprise Development; Community Development; Policy, Advocacy and Coordination)	**Why this is a priority:** As Atlantic Canada continues to feel the impact of the global economic crisis, strategic investment supporting the productivity and competitiveness of the region's SMEs and communities will be critical to their continued viability and growth. **Some approaches to this priority:** • Provide strategic assistance to SMEs through support for lean manufacturing initiatives, technology acquisitions, and activities to develop the business skills needed to grow the business. • Promote entrepreneurship initiatives that foster growth and lead to sustainable SMEs in Atlantic Canada. • Ensure that Atlantic Canadians have continued access to timely and accurate business information that supports growth. • Place greater emphasis on higher impact projects within the Enterprise Development and Community Development program activities. • Enhance ACOA's policy research agenda to ensure more effective and targeted research, and better value for investment.
Provide leadership in helping businesses and communities in Atlantic Canada to succeed in a global marketplace. Special emphasis will be placed on assistance to businesses seeking markets for their R&D outputs and focusing ACOA support on projects offering the greatest potential economic impact.	Ongoing	A competitive Atlantic Canadian economy (Program activities: Enterprise Development; Community Development; Policy, Advocacy and Coordination)	**Why this is a priority:** To ensure alignment with the Government of Canada's Global Commerce Strategy and the related Americas Strategy, and to promote the Atlantic Gateway as the preferred access to the North American market. **Some approaches to this priority:** • Identify strategies that will allow Atlantic Canadian businesses and organizations to connect with international business opportunities, and that allow communities to remain competitive through efforts such as investigating more effective approaches to local economic development. • Explore new markets, new industry sectors and innovative methods to maximize benefits stemming from international business activities.

[5] Types are defined as:
- New (newly committed to for fiscal year 2011-2012)
- Previously committed (committed to one or two fiscal years earlier, so in 2009-2010 or 2010-2011)
- Ongoing (committed to at least three fiscal years earlier, so 2008-2009 or earlier)

Build on the Agency's success in engaging stakeholders and facilitating partnerships to increase innovation capacity within Atlantic Canada. Focus on the commercialization of R&D outputs through the Agency's Innovation and International Business Development sub-activities.	Ongoing	A competitive Atlantic Canadian economy (Program activities: Enterprise Development; Policy, Advocacy and Coordination)	**Why this is a priority:** Innovation and commercialization are critical to economic competitiveness and growth and will facilitate long-term growth in the region. **Some approaches to this priority:** • Continue to encourage greater collaboration between business and academia to increase the innovation capacity within Atlantic Canada. • Increase activity in, and build capacity for, R&D, technology adoption/adaptation and skills development within the region's SMEs through new funding under AIF and progress with ongoing AIF projects. • Advance the Agency's Commercialization Strategy to maximize the benefits of the Agency's investments in innovation and to provide direction on the commercialization of R&D outputs.
Contribute to the delivery of federal priorities and commitments identified through the federal budget, initiatives arising from the Strategic Review and other strategies.	New	A competitive Atlantic Canadian economy (Program activities: Enterprise Development; Community Development; Policy, Advocacy and Coordination; Internal Services)	**Why this is a priority:** As the lead federal department in Atlantic Canada managing economic development programming, ACOA administers, manages and supports federal priorities designed to address economic challenges and opportunities. **Some approaches to this priority:** • Identify responsibilities and initiatives presented within Budget 2011 to pursue opportunities that deliver results to Atlantic Canadians. • Implement required adjustments identified in the federal budget that respond to the Agency's Strategic Review process.

Management Priority	Type[6]	Link to Strategic Outcome	Description
Continually improve the Agency's ability to provide excellent advice to government and excellent service to Canadians through Public Service Renewal.	Ongoing	A competitive Atlantic Canadian economy (Program activities: Internal Services; Enterprise Development; Community Development; Policy, Advocacy and Coordination)	**Why this is a priority:** To support and focus on the priorities identified in the *Seventeenth Annual Report to the Prime Minister on the Public Service of Canada*. **ACOA's approach to this priority:** Led by its deputy minister, ACOA will continue its engagement in its multi-year effort to deliver on public sector renewal commitments by focusing on integrated planning, recruitment, employee development and renewing the

[6] Types are defined as:
- New (newly committed to for fiscal year 2011-2012)
- Previously committed (committed to one or two fiscal years earlier, so in 2009-2010 or 2010-2011)
- Ongoing (committed to at least three fiscal years earlier, so 2008-2009 or earlier)

			workplace.
Support more effective and efficient decision making by creating and maintaining efficiencies in the delivery of services to internal and external clients.	New	A competitive Atlantic Canadian economy (Program activities: Internal Services; Enterprise Development; Community Development; Policy, Advocacy and Coordination)	**Why this is a priority:** The Agency must continue to deliver its high standard of services to internal and external clients within the current environment of reduced resources – both human and financial. The Agency needs to analyze the interrelationships between its activities and create efficiencies across these activities and across the various units and regions, for better and more efficient decision making. **ACOA's approach to this priority:** Identify and assess opportunities to streamline internal and external services and realize greater efficiencies for resources invested. Ensure management goals are measurable and achievable.
Facilitate senior management decision making by managing information in such a way as to ensure the availability of timely, accurate and organized information.	New	A competitive Atlantic Canadian economy (Program activity: Internal Services)	**Why this is a priority:** Management Information has been identified as a key risk for ACOA. Risk analysis has pointed out a critical need for senior management to have access to timely, accurate and well-organized information in order to provide strategic direction and make critical business decisions regarding Agency operations. **ACOA's approach to this priority:** Ensure that senior management has readily accessible, comprehensive, targeted data to understand the financial and program health of the organization and to support decision making.
Cultivate a culture that upholds the principles of values and ethics within the Public Service of Canada in order to provide service with integrity and maintain the confidence and trust of the public.	Previously committed	A competitive Atlantic Canadian economy (Program activities: Internal Services; Enterprise Development; Community Development; Policy, Advocacy and Coordination)	**Why this is a priority**: The Agency's senior management acknowledges that it is fundamentally important for all employees to understand and identify with the Public Service of Canada's values, which are Respect for Democracy, Respect for People, Integrity, Stewardship, and Excellence. **Some approaches to this priority:** ACOA will continue to carry out its implementation of the Values and Ethics Strategy. Through this strategy, management will ensure that values are embedded in the Agency's culture and that the necessary infrastructure is in place to strengthen and build on the sound practices already established. The Agency will initiate several activities supporting its own Values and Ethics Code.

1.5 Risks and Challenges

1.5.1 ACOA's Operating Environment

ACOA operates within a constantly changing regional, national and global economic landscape. As the economy changes, the Agency faces risks in providing appropriate economic development programming and initiatives responding to current and emerging influences. Being proactive in identifying risks and opportunities requires the Agency to anticipate and assess external economic factors that could affect the design and delivery of its programs and services and the achievement of strategic outcomes. Additionally, ACOA must identify factors and risks which could adversely affect its ability to effectively manage internal operations. As strategic risks are identified, the Agency designs and implements mitigating measures to reduce the impact and likelihood of these risks.

The following provides an overview of Atlantic Canada's economic outlook and risk analysis.

1.5.2 Economic Outlook

Atlantic Canada's economy is emerging from the recession. The economic expansion in 2010 is due in some measure to public stimulus packages rolled out by the federal and provincial governments and by strong domestic demand. The construction sector will be a key driver of economic growth this year as spending on public infrastructure continues in all four Atlantic provinces. With improving labour market conditions, consumers are feeling more confident and have increased spending, with retail sales increasing by 5.5%[7] in the first eight months of 2010 over the same period in 2009.

For the nine months ending September 2010, employment in Atlantic Canada increased by 0.9%[8] over the same period in 2009, representing a gain of 9,700 jobs. The unemployment rate averaged 10.6% for the first nine months of 2010, down from 10.8% for the same period in the previous year.

In the first eight months of 2010, exports from Atlantic Canada were 9%[9] higher than in 2009, an increase mainly due to shipments of refined petroleum products. The value of refined petroleum exports surged as energy prices increased significantly compared to 2009.

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[7] *Retail Trade*, Statistics Canada, August 2010.
[8] *Labour Force Survey*, Statistics Canada, September 2010.
[9] *Canadian International Merchandise Trade*, Statistics Canada, August 2010.

According to the International Monetary Fund,[10] the global economic recovery is expected to moderate somewhat in 2011. Emerging and developing countries are experiencing strong economic growth, but the recovery in advanced economies is expected to be more modest as they face the challenge of rectifying their fiscal imbalances without sending their economies back into recession. In the United States, the same outlook prevails. While the U.S. economy regained some of the momentum in the third quarter of 2010 that it had lost in the second quarter, gross domestic product (GDP) growth is expected to slow in 2011.[11] The pace of growth in industrial production is expected to moderate given that inventory levels are more aligned with sales, consumer confidence remains low because of high unemployment, the housing sector remains troubled, and fiscal stimulus has begun to wane.

According to most private-sector forecasters' assessments,[12] economic growth in Atlantic Canada is also expected to moderate in 2011. The economic expansion will be hampered by the slow pace of the global recovery, waning construction activity and the fiscal position of governments in the region.

The pace of the economic recovery will be constrained by the fiscal positions of all four provinces. Newfoundland and Labrador is, relatively, in the strongest position; its actual deficit in 2009-2010 came in below the budget estimate, despite a hefty drop in gross domestic product (GDP). By comparison, the New Brunswick government faced a shortfall in 2010-2011 of almost $750 million.

Investment activity in the Atlantic provinces is expected to decline in 2011, with the exception of Newfoundland and Labrador. Public infrastructure program spending is fading, and activity on energy projects such as the Deep Panuke natural gas project is either completed or winding down. Residential activity, which helped lift economic growth in 2010, is also expected to fall. With no large new investment projects on the horizon and residential activity cooling down, construction activity is expected to decline in 2011.

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[10] *World Economic Outlook,* International Monetary Fund Research Department, October 6, 2010.
[11] Randell E. Moore, *Blue Chip Economic Indicators*, Aspen Publishers, December 2010.
[12] *Provincial Outlook Economic Forecast,* The Conference Board of Canada, Autumn 2010.
Provincial Trends, Scotia Economics, November 2010.
Quarterly Economic Forecast, TD Economics, September 2010.
Atlantic Report – Outlook 2011, Atlantic Provinces Economic Council, Fall 2010.

1.5.3 Risks

Risk analysis recognizes that ACOA must operate in an environment where both external and internal risks and opportunities impact the Agency's policies and programs.

External Factors

The major risks for Atlantic Canada's economic outlook are mostly external. While the global economy continues to recover, the strength of the recovery remains highly uncertain because private domestic demand has been weak. In most advanced economies, the current recovery has been based on policy stimulus packages and the rebuilding of inventories. In the short term, advanced economies face the challenge of reducing stimulus packages to rectify their fiscal imbalances without sending their economies back into recession, especially if private domestic demand does not strengthen.

While the fear of a double-dip recession in the United States has waned, there are still concerns that the U.S. economy could end up in a period of weak growth over the short term. After real GDP expanded by 3.7%[13] at annual rates in the first quarter of 2010, the U.S. economy lost a lot of momentum as real GDP growth slowed to 1.7% at annual rates in the second quarter. Slower economic growth in the United States would translate into weaker exports since most Atlantic exports are destined for American markets. Furthermore, there is also a risk of the U.S. dollar depreciating further against the Canadian dollar. The Federal Reserve has instituted monetary policies that could push the value of the U.S. dollar lower and pose additional challenges to the Atlantic region's exporters.

Internal Factors

In the case of internal factors, the risks and mitigations associated with a key activity of the Agency – the funding of projects – are identified and evaluated through the application of a robust, comprehensive client-project risk rating system before funding is approved.

There are, however, issues that have the potential, should satisfactory mitigation not be achieved, to adversely affect the ability of the Agency to fulfill its objectives. These are identified as key risks and are included in the *Corporate Risk Profile* – the primary component of the *ACOA Framework for the Management of Risk.*

By providing an independent analysis, the Agency's Departmental Audit Committee offers guidance to ACOA's senior management by reviewing key risks and the Agency's risk arrangements.

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[13] Source: U.S. Bureau of Economic Analysis.

Key Risks

The Agency's key risks are determined through an internal review with senior management, interviews with program and policy staff, and an analysis of related documentation and information. Key risks are approved by ACOA's Executive Committee and are monitored constantly to ensure implementation of appropriate mitigation measures.

Key Risk	Risk Mitigation Measures	Linkage to PAA[14]
Management Information Risk The risk that senior management does not have readily accessible, comprehensive, targeted data to understand the financial and program health of the organization and to support decision making.	The Agency has undertaken significant steps in mitigation. Progress has been made in identifying key performance indicators and in strengthening the planning process for the identifying targets and associated results. The most pronounced mitigation measure is the development and application of the executive dashboards, which contain relevant information and data for monitoring the Agency's health and for decision making by senior management. Additionally, specific risk tolerances were identified and applied.	Enterprise Development; Community Development; Policy, Advocacy and Coordination
People Management Risk The risk that ACOA's talent agenda (leadership, recruitment, training, promotion, work-life balance, competencies) does not adequately sustain the workforce required to carry out the Agency's mandate in the future, and that the Agency experiences a significant loss of corporate memory and has difficulty implementing change management.	The Agency has completed mitigation measures such as a resource utilization review, integration of HR and business plans, mandatory values and ethics training, targeted learning plans for all employees and leadership initiatives. The Agency continues to monitor the results from these measures to determine whether expectations were met and the level of risk mitigated satisfactorily.	Enterprise Development; Community Development; Policy, Advocacy and Coordination
Technology Risk The risk that information technology (IT) in the medium term (two to four years) will not have the capacity to provide development and support for a suite of modern, compatible tools for clients and Agency personnel, thereby leading to potential inefficiencies. There is also financial exposure for a large capital funding burden in one fiscal year due to tools and systems needing replacement at the same time.	The Agency has created a senior management committee to identify and prioritize current and long-term products and services associated with information technology that are necessary for Agency operations. Financial and human resource funding to support these requirements will be identified and decided upon.	Enterprise Development; Community Development; Policy, Advocacy and Coordination; Internal Services

[14] Linkage to the relevant program activities in ACOA's Program Activity Architecture

1.6 Expenditure Profile

Forecast and planned spending amounts by program activity for the period 2010-2011 through 2013-2014 are provided in section 1.4.

For fiscal year 2011-2012, the Agency's available funding in the Main Estimates is $317.9 million. This represents a decrease of $97.0 million from forecast spending in 2010-2011. This decrease is the result of a number of normal business practices and procedures, including the sunsetting of funding of initiatives under Canada's Economic Action Plan:

- $55.1 million – Community Adjustment Fund
- $24.3 million – Recreational Infrastructure Canada (RInC)

Other key adjustments include:

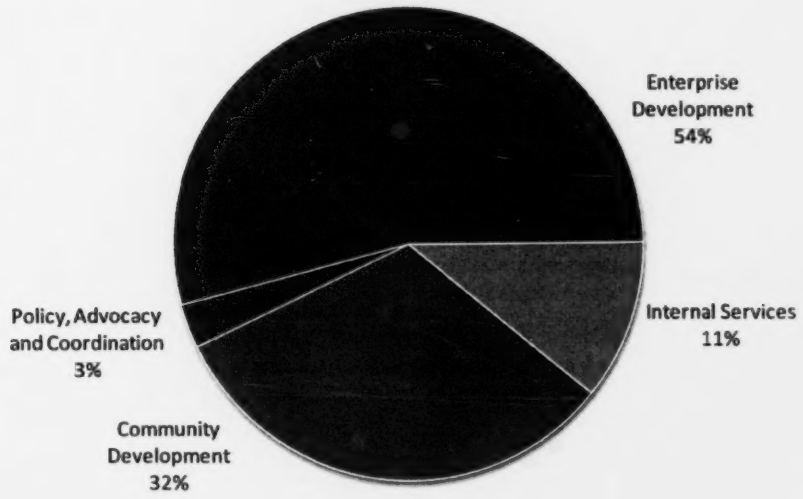
- an $11.5 million decrease that was available in 2010-2011 due to excess collections of repayable contributions, of which $9.1 million was reprofiled from 2008-2009;
- a $4.6 million decrease from what was available in 2010-2011, which includes operating budget carry forward of $4.0 million, personnel costs, and ministerial office budget reductions of $0.6 million;
- a $0.7 million reduction in operating funding for the delivery of large-scale and community-based infrastructure projects under the Building Canada Fund – Communities Component;
- a $0.6 million reduction in operating funding for the Economic Development Initiative under the Roadmap for Canada's Linguistic Duality 2008-2013: Acting for the Future; and
- a $0.2 million reduction due to cost efficiencies.

For 2011-2012 through 2013-2014, planned spending is approximately the same:

- From 2011-2012 to 2012-2013, funding decreases by $2.0 million, mainly due to reduced funding in the administration of the Economic Development Initiative under the Roadmap for Canada's Linguistic Duality 2008-2013: Acting for the Future, and partly due to the sunsetting of funding under the Canada Strategic Infrastructure Fund.

- From 2012-2013 to 2013-2014, funding decreases by $1.5 million, due to the sunsetting of the Economic Development Initiative under the Roadmap for Canada's Linguistic Duality 2008-2013: Acting for the Future ($2.2 million), offset by the ending of a $0.7 million transfer to the Department of Foreign Affairs and International Trade in support of the North American Platform Program Partnership initiative.

1.6.1 Planned Spending by Program Activity 2011-2012



1.7 Estimates by Vote

For information on the Agency's organizational votes and/or statutory expenditures, see the *2011-2012 Main Estimates* publication. An electronic version of the document is available at http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/info/info-eng.asp.

Section 2: Analysis of Program Activities by Strategic Outcome

2.1 Strategic Outcome: A Competitive Atlantic Canadian Economy

Performance indicator	**Five-year target** (2008-2009 through 2012-2013)
Increase in Atlantic GDP for every dollar of ACOA expenditure in direct support of business	$4.50

Performance measurement strategy: Measuring the impact on income and employment in Atlantic Canada is a long-term, multi-dimensional undertaking. Accordingly, the Agency will report results every five years, based on the analysis of data from Statistics Canada and internal systems, using econometric modelling.

ACOA aims to achieve a competitive Atlantic economy for the long-term benefit of Atlantic Canadians. A competitive region produces higher levels of income for its citizens and grows faster over the medium to long term. A competitive Atlantic Canadian economy increases opportunities for economic development in the region, specifically through the growth of earned incomes and employment opportunities for Atlantic Canadians. A result of such activity is increased tax revenue, which benefits all levels of government.

Competitiveness depends on the set of institutions, policies and factors that determine the capacity of firms to sell their products globally. Productivity is an important determinant of competitiveness and, according to the Organisation for Economic Co-operation and Development (OECD), productivity is the most important source of long-term prosperity for a region. Productivity, defined as the efficiency with which resources are used in the economy, is a key measure of how well small and medium-sized enterprises (SMEs) in Atlantic Canada are performing when compared to those in other regions of the country and elsewhere around the world. Competitiveness and productivity are critical factors that allow companies and communities to adapt to changing market conditions.

Consequently, ACOA focuses its efforts on four key areas to improve competitiveness:

1. **Enhancing the productivity capacity of Atlantic Canadian businesses** – To increase the performance of Atlantic SMEs, the Agency targets key productivity drivers, including innovation, the acquisition of technology and equipment, business skills development and access to capital for firms and communities.

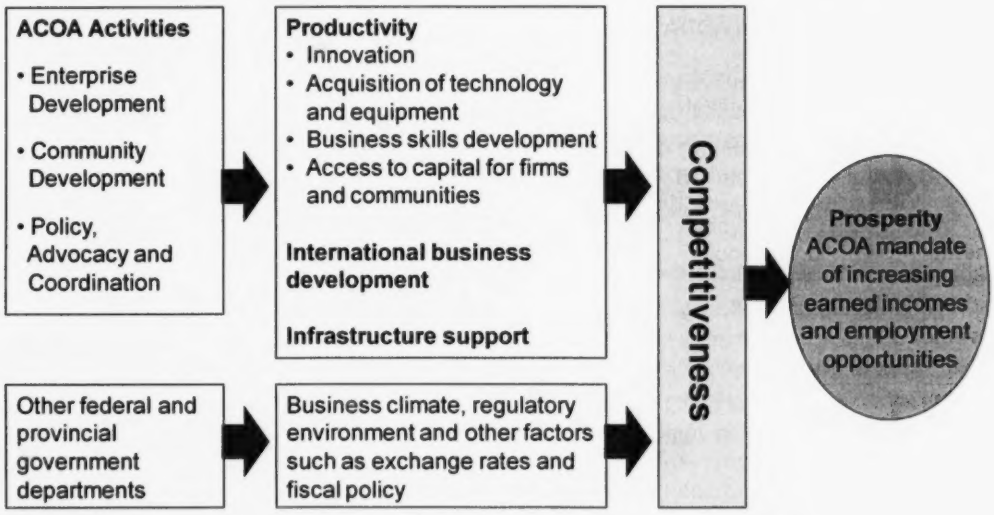
2. **Innovation** – Building on its successes, ACOA continues to engage stakeholders and develop partnerships to increase innovation capacity within Atlantic Canada and facilitate the commercialization of research.

3. **International business development** – ACOA provides leadership in helping Atlantic Canadian businesses and communities to succeed in a global marketplace.

4. **Infrastructure support** – The Agency plays a strategic role in supporting community infrastructure required for economic development.

ACOA works with businesses and communities to help them position themselves for the opportunities of the future. By focusing on these four key areas of competitiveness, the Agency, along with its many partners, is able to link its regional economic development priorities to its goal of a competitive Atlantic economy.

Productivity, Competitiveness and the ACOA Mandate


ACOA Activities
• Enterprise Development
• Community Development
• Policy, Advocacy and Coordination
Productivity
• Innovation
• Acquisition of technology and equipment
• Business skills development
• Access to capital for firms and communities
International business development
Infrastructure support
Other federal and provincial government departments
Business climate, regulatory environment and other factors such as exchange rates and fiscal policy
Competitiveness
Prosperity
ACOA mandate of increasing earned incomes and employment opportunities

Three of the Agency's program activities – Enterprise Development, Community Development, and Policy, Advocacy and Coordination – combine to address the Agency's strategic outcome of a competitive Atlantic economy. By emphasizing productivity, the Agency's various activities and programs are directed at helping Atlantic Canada prosper and compete on a global scale.

2.1.1 Program Activity: Enterprise Development

STRATEGIC OUTCOME	PROGRAM ACTIVITY	PROGRAM SUB-ACTIVITY
A competitive Atlantic Canadian economy	Enterprise Development	• Innovation • Entrepreneurship and Business Skills Development • International Business Development • Financing Continuum

Expected results: Improved growth and competitiveness of Atlantic SMEs

Performance indicator	**Annual target** (2011-2012)
Survival rate of ACOA-assisted firms	1.3 times higher than comparable firms

Performance measurement strategy: Analysis of data from Statistics Canada and internal systems. The analysis is carried out by comparing ACOA clients to comparable firms – those that are of similar age, size, sector and geographic region but have not received a direct monetary contribution from the Agency. The analysis is used to determine the five-year survival rate of businesses starting up over a ten-year period (e.g. 1998 through 2007). Survival rates are calculated annually by tracking firm births (businesses newly identified in the Longitudinal Employment Analysis Program of Statistics Canada) and deaths (businesses no longer identified).

Financial Resources ($ millions)			**Human Resources (FTEs)**		
2011-2012	2012-2013	2013-2014	2011-2012	2012-2013	2013-2014
170.2	178.4	179.0	214	214	214

Program Activity Summary

Notwithstanding recent overall economic progress, some significant challenges remain and great opportunities exist for development. One of the most telling indicators of this is that, in a number of sectors, productivity remains significantly lower than in leading countries and other regions of Canada. ACOA will work in partnership with Atlantic Canadian enterprises, stakeholders, industry and institutions to improve the growth and productivity of Atlantic Canada's economy, leading to increased competitiveness, earned incomes and job creation.

ACOA works to improve the region's capacity for economic growth through a variety of strategically focused mechanisms: assisting enterprises, particularly small and medium-sized ones, to help them start, expand or modernize their businesses, and establish and expand export activities; partnering with universities and other institutions to increase the region's research and development capacity, commercialization and productivity; and promoting and participating in the region's transition to a knowledge-based economy.

Planning Highlights

In 2011-2012, the Agency will continue to use its resources and programs to maintain its focus on improving the productivity and competitiveness of Atlantic Canadian companies. In the presence of a strong Canadian dollar and intense global competition, the Agency will continue to implement initiatives that improve innovation and the commercialization potential of technologies developed in Atlantic Canada. Areas such as research and development, acquiring advanced technologies, and investing in the development of business skills and entrepreneurship will continue to be actively promoted and supported. ACOA will continue to focus on facilitating business growth and productivity to ensure Atlantic Canadian SMEs are able to fully participate in the region's economy.

In the area of international business development, ACOA's efforts will be aligned with Canada's Global Commerce Strategy to increase exports and to attract foreign direct investment. Furthermore, the Agency will continue to encourage technology commercialization and to promote Atlantic Canada as an exceptional business partner. For instance, ACOA will undertake projects to identify and nurture Atlantic Canada's more promising sectors, while at the same time assessing Atlantic Canada's trade potential in emerging economies, including the BRIC countries (Brazil, Russia, India and China). As opportunities are identified, the Agency will support projects that propose innovative strategies to international business development, such as workforce mobility, the expanded use of e-commerce and technology, and "out-of-the-box" thinking to access distribution channels, with the goal of maximizing the benefits for Atlantic Canada.

The Agency will implement recommendations from the recent impact evaluations conducted on Enterprise Development program sub-activities. Under Entrepreneurship and Business Skills Development (EBSD),[15] it will renew its EBSD strategy and build on the effectiveness of its current activities and stakeholder relationships. It will also continue to implement recommendations from the impact evaluation of the Innovation program sub-activity,[16] including advancing the development of a regional commercialization strategy as well as renewing its strategy to guide regional innovation activities. As a result of the Financing Continuum (FC) evaluation,[17] ACOA will clarify its approach to developing investor readiness among SMEs. The scope of the FC program sub-activity will be revisited to better reflect the Agency's current priorities and expectations of the program sub-activity. Finally, the Agency will address

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[15] Once finalized, the report *Evaluation of the Atlantic Canada Opportunities Agency's Entrepreneurship and Business Skills Development Program Sub-activity* will be available at http://www.acoa-apeca.gc.ca/English/Accountability/AuditsAndEvaluations/Pages/Evaluations.aspx.

[16] *Impact Evaluation of the Atlantic Canada Opportunities Agency Innovation Program Sub-activity, Final Report*, ACOA Evaluation Unit, January 19, 2010. See http://www.acoa-apeca.gc.ca/English/Accountability/AuditsAndEvaluations/Pages/InnovationEvaluationReport.aspx for the full report.

[17] Once finalized, the report *Evaluation of the Atlantic Canada Opportunities Agency Financing Continuum Program Sub-activity* will be available at http://www.acoa-apeca.gc.ca/English/Accountability/AuditsAndEvaluations/Pages/Evaluations.aspx.

recommendations from the Trade and Investment evaluation[18] by merging Trade and Investment into one program sub-activity, named International Business Development (IBD), by permanently integrating the Atlantic Trade and Investment Partnership into the regular budget, by folding the International Business Development Program into the Business Development Program and by streamlining performance indicators.

Benefits for Canadians

In 2010-2011, four Enterprise Development program sub-activities underwent impact evaluations. The evaluation of the EBSD program sub-activity demonstrated that ACOA has been successful in building interest in entrepreneurship as a viable career option and in enhancing the business skills or capacity of entrepreneurs to establish, maintain and/or grow their businesses. Collectively, activities undertaken in each of these key areas enhance the capacity of institutions, and other stakeholders, to support business-skills development in the region. Delivering EBSD programming through third-party organizations with enhanced reach and expertise was recognized as an efficient practice.

The evaluation of the FC program sub-activity concluded that the Agency's assistance addressed the financing gap experienced by Atlantic SMEs. This assistance enabled SME projects to proceed, thereby helping them achieve significant growth in sales and improvements in productivity.

ACOA evaluated the Trade and Investment program sub-activities together, and the evaluation confirmed the need, relevance of and positive impact of trade and investment on the Atlantic Canadian economy. The efficiency issues raised through the evaluation have been addressed by the Agency, which took steps to improve planning and coordination.

ACOA strives to apply its limited resources to areas that offer the greatest potential impact. Given its mandate, the Agency focuses on Atlantic enterprises that are of small and medium size because they have the most significant and sustained impact on jobs in Atlantic Canada.[19] By adopting a strategic rural-urban approach in helping SMEs to become more innovative, productive and competitive, the Agency assists all regions of Atlantic Canada to become stronger, thereby facilitating their increased contributions to the national economy.

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[18] Once finalized, the report *Evaluation of the Atlantic Canada Opportunities Agency Trade and Investment Program Sub-activity* will be available at http://www.acoa-apeca.gc.ca/English/Accountability/AuditsAndEvaluations/Pages/Evaluations.aspx.

[19] Between 2002 and 2007, 72% of jobs created by firms in Atlantic Canada were attributed to small businesses. This calculation was generated using data from the Statistics Canada Longitudinal Employment Analysis Program (2007).

2.1.2 Program Activity: Community Development

STRATEGIC OUTCOME	PROGRAM ACTIVITY	PROGRAM SUB-ACTIVITY
A competitive Atlantic Canadian economy	Community Development	• Community Mobilization • Community-based Business Development • Community Investment • Infrastructure Programming

Expected results: Dynamic and sustainable communities for Atlantic Canada

Performance indicator	**Annual target** (2011-2012)
Increased capacity in community decision making, planning and delivery	Evidence of impact resulting from evaluations and supported by data[20]
Impact of ACOA projects on Community Development in Atlantic Canada as demonstrated by qualitative reviews	70% of projects successful in achieving intended objectives
Growth in sales of CBDC-assisted clients versus comparable firms	A baseline is to be established in collaboration with other regional development agencies

Performance measurement strategy: Analysis of CBDC report data, internal systems data, Statistics Canada data and evaluation reports, when available.

Financial Resources[21] ($ millions)			Human Resources (FTEs)		
2011-2012	2012-2013	2013-2014	2011-2012	2012-2013	2013-2014
100.4	90.2	88.1	93	93	93

Program Activity Summary

The Atlantic economy is built on the region's many geographic, linguistic and cultural communities. From small remote villages to larger urban centres, the opportunities and challenges vary significantly. Communities are the foundation of economic development and are critical for economic prosperity. The Agency recognizes the importance of these communities in an economic development framework and supports their efforts to develop the resources they need to assume full responsibility for their own economic development. For those reasons, ACOA focuses targeted efforts and strategies toward community development and also aims to provide and maintain quality public infrastructure.

[20] The annual target reflects data that will be collected on an annual basis, and longer-term measurement will be accomplished via formal evaluations.

[21] Planned spending does not include funding for Recreational Infrastructure Canada (RInC) projects extended to October 31, 2011, under Canada's Economic Action Plan.

ACOA works in co-operation with other levels of government, other federal government departments, non-governmental organizations, and community groups to lever support, coordinate economic development, react to economic challenges and, finally, work with Infrastructure Canada and the provinces to oversee/ensure the flow of federal funds allocated to each region through the various infrastructure funding streams. This requires a flexible, holistic approach based on the realities of a given community's capacities, strengths and challenges. Community development is a bottom-up process that helps to develop the tools, resources and initiatives that support individual and unique strategic development.

Planning Highlights

In 2011-2012, ACOA will continue to develop strategies that support opportunities benefiting the region's rural and urban areas by investing in initiatives that provide value for investment while at the same time addressing local, community-based priorities. The Agency will accomplish this by working directly with communities as well as through a network of community development organizations.

ACOA uses its various programs, in particular the Business Development Program (BDP), the Innovative Communities Fund (ICF), and the Community Futures (CF) program, to stimulate economic development at the community level. The Agency will also ensure clients meet the extended deadline of October 31, 2011, for the completion of projects under the Recreational Infrastructure Canada program and the Building Canada Fund – Communities Component Top-Up.

The Agency will continue to focus on investment in sustainable high-quality projects through strategic use of resources intended to improve productivity and competitiveness of Atlantic communities and SMEs. The Agency also plans to act on improvements suggested in an evaluation[22] to develop and implement new approaches with the Regional Economic Development Organizations (REDOs), including performance-based models and increased engagement with key community development stakeholders.

ACOA will continue its work with the 41 Community Business Development Corporations (CBDCs) across Atlantic Canada to increase access to capital for small businesses in rural communities. Success will be measured through the number of CBDC investments in Atlantic-based businesses as well as through the number that participate in training and business counselling.

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[22] *Evaluation of the ACOA Community Investment, Community Development Resources, Official Language Minority Communities and Aboriginal Communities Program Sub-activities*, ACOA, December 3, 2009. Visit http://www.acoa-apeca.gc.ca/English/Accountability/AuditsAndEvaluations/Pages/ACOACommunityDevelopmentEvaluationPage1.aspx for the full report.

The Agency continues to work with Official Language Minority Communities and Aboriginal communities to identify investments that will stimulate transformative change and support strategic development.

The Agency will pursue its role in delivering infrastructure funding under the Building Canada Fund – Communities Component in collaboration with Infrastructure Canada and the provincial governments in the most efficient way possible.

Benefits for Canadians

Atlantic Canada remains one of the most rural regions in Canada, with more than 40% of its population located in rural communities.[23] Through ACOA's programs and networks, which include rural community development organizations, small and medium-sized businesses are able to access capital and adjust to the changing economy, thereby becoming better equipped to recover from the impacts of the worldwide economic downturn that began in late 2008 – including tightened lending conditions.

Recently completed evaluations of ACOA's community development programming, covering the CF[24] and ICF[25] programs, confirm that this type of assistance helps small businesses grow and prosper in rural communities. The Atlantic provinces generally have lower participation rates, higher unemployment rates and lower worker earnings than Canadian averages, which suggests an ongoing need for these programs. In Atlantic Canadian rural communities, traditional sources of funding are limited, and these outcomes would not be achievable in the absence of ACOA programming. The evaluations also conclude that the programming is relevant to the needs of communities across the region and continues to be well aligned with government-wide priorities. ACOA believes that, through its community-based initiatives, it is providing appropriate and targeted responses to the unique and challenging economic circumstances throughout Atlantic Canada.

Canada's Economic Action Plan Initiatives

ACOA will continue to be the region's primary instrument for delivering federal economic development measures under Canada's Economic Action Plan as announced in Budget 2009. The Community Adjustment Fund sunsets March 31, 2011, but the

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[23] Statistics Canada Census of Population, 2006. The rural population for 1981 to 2006 refers to persons living outside centres with a population of 1,000 and outside areas with 400 persons per square kilometre.
[24] *Evaluation of the Community Futures Program in Atlantic Canada, Final Report*, ACOA, June 2009. Visit http://www.acoa-apeca.gc.ca/English/Accountability/AuditsAndEvaluations/Pages/EvaluationoftheCommunityFuturesPrograminAtlanticCanada1.aspx for the full report.
[25] *Evaluation of the ACOA Community Investment, Community Development Resources, Official Language Minority Communities and Aboriginal Communities Program Sub-activities*, ACOA, December 3, 2009. See http://www.acoa-apeca.gc.ca/English/Accountability/AuditsAndEvaluations/Pages/ACOACommunityDevelopmentEvaluationPage1.aspx for the full report.

Recreational Infrastructure Canada (RInC) program has been extended to October 31, 2011.

In an effort to avoid duplication and ensure consistency, ACOA will rely on the national estimates of job creation produced by the Department of Finance. This data will be further supported by examples of job creation provided by ACOA clients who receive funding under Canada's Economic Action Plan programs.

Recreational Infrastructure Canada

Expected results: Timely, targeted and temporary stimulus to the Canadian economy, and mitigation of the impacts of the global economic recession, by increasing the total amount of construction activity related to recreational infrastructure.

Performance indicator	**Two-year target** (2009-2010 through October 31, 2011)
Demonstrated linkages between projects and economic opportunities	Evidence of impact through examples provided by clients
Dollars leveraged on federal investments	2:1 (every $1.00 invested through RInC will leverage $2.00)
Number of projects successfully completed	200

Performance measurement strategy: Analysis of data collected from internal systems, client progress reports and anecdotal information from client interviews.

RInC provides $500 million nationally for projects to rehabilitate recreational facilities across Canada, all of which must be completed by October 31, 2011. Through RInC, the Government of Canada has committed, over two years, to support upgrades and repairs of existing recreational assets, including new construction that adds to or replaces existing recreational infrastructure assets or capacity. This national initiative is expected to provide a timely, targeted and temporary stimulus to the Canadian economy and to help mitigate the impacts of the global economic recession by increasing the total amount of construction activity related to recreational infrastructure. ACOA anticipates investing $34 million through RInC and leveraging another $68 million from funding partners.

2.1.3 Program Activity: Policy, Advocacy and Coordination

STRATEGIC OUTCOME	PROGRAM ACTIVITY	PROGRAM SUB-ACTIVITY
A competitive Atlantic Canadian economy	Policy, Advocacy and Coordination	• Policy • Advocacy • Coordination

Expected results: Policies and programs that strengthen the Atlantic economy.

Performance indicator	**Annual target** (2011-2012)
Atlantic regional economic policies and programs that respond to regional development opportunities	Continued government support to Agency priorities, collaboration with other federal departments, and engagement with partners in Atlantic Canada in areas that will contribute to increasing the competitiveness of Atlantic Canada's economy

Performance measurement strategy: Analysis of information from ACOA's Policy Network and key informant surveys, evaluations and qualitative reviews as well as indicators from the federal budget, the Speech from the Throne and decisions by central agencies.

Financial Resources ($ millions)			Human Resources (FTEs)		
2011-2012	2012-2013	2013-2014	2011-2012	2012-2013	2013-2014
11.4	11.4	11.4	91	91	91

Program Activity Summary

The Agency's Policy, Advocacy and Coordination (PAC) program activity is central to identifying and effectively responding to opportunities and challenges facing the regional economy. PAC provides intelligence, analysis and well-grounded advice on a broad range of issues and topics, and informs and supports decision making by the Agency and the Minister. In offering strategic, researched policy positions that reflect the region's potential, to influencing national policies and programs that affect Atlantic Canada's development and interests, and in coordinating other policies and programs within the region to form integrated approaches to development, PAC helps carry the Agency's agenda forward and helps ensure that ACOA as a whole remains relevant and responsive to the opportunities and challenges in Atlantic Canada.

Planning Highlights

In 2011-2012, ACOA will focus its efforts on key issues reflecting both Atlantic Canadian priorities and the federal agenda so that federal government initiatives and Atlantic regional economic policies and programs respond to the challenges and opportunities facing the Atlantic region. ACOA will continue to advocate for the interests of Atlantic Canada in areas such as energy and the environment, science and technology, resource industries, and population and immigration. The Agency's procurement

advocacy efforts will work to secure ongoing industrial and regional benefit commitments for Atlantic Canadian firms that have contributed to the region's aerospace and defence industry.

Analysis, coordination and advocacy support for the Agency's key activities will continue to ensure that ACOA's programs and activities are responsive and relevant to both national priorities and the needs of Atlantic Canadians. The Agency will work to advance innovation leading to commercialization in Atlantic Canada by ensuring that federal policies and programs take into account the challenges and potential of the region and by revitalizing its own innovation and commercialization strategies.

The PAC program activity will also provide policy support and direction as the Agency renews its entrepreneurship and business skills development strategy. Research and analysis will help identify opportunities for community development and more effective approaches to local economic development, and will support international business development by exploring what Atlantic businesses need to know to better connect to global value chains. The Agency will also develop a coordinated research agenda, which will increase collaboration within the Agency and provide strategic research to support sound decision making.

The Agency will continue to play a critical role in delivering the federal agenda in Atlantic Canada, with ACOA's regional offices providing research and analysis as well as on-the-ground policy and program coordination. The PAC program activity will also provide policy support during the implementation of program adjustments stemming from the Agency's Strategic Review.

The Agency, in co-operation with Transport Canada, will continue to lead the coordination and integration of Atlantic Gateway activities across federal departments, provincial governments, private-sector partners, gateway councils and other stakeholders in the region. Under the direction and leadership of the Atlantic Canada Energy Office, the Atlantic Energy Gateway initiative will aim to facilitate development of the Atlantic renewable energy sector by fostering collaboration, common understanding and communication among governments and the private sector to maximize and expedite the development of renewable energy resources in the region.

Benefits for Canadians

The PAC program activity assists the Agency in aligning itself with federal government priorities and ensuring that government initiatives are responsive to the challenges and opportunities of the Atlantic Canadian economy. ACOA's efforts in areas relating to the Atlantic Gateway, human capital and skills development, urban and rural issues, innovation and commercialization and the competitiveness and productivity of the region benefit Atlantic Canadians as well as the country as a whole. ACOA continues its collaborative efforts with other government partners and various stakeholders and engages with policy thinkers on the international stage to ensure the Agency's programs

and services address opportunities and challenges facing businesses and communities in the region.

The Agency's Atlantic Policy Research Initiative (APRI), ACOA's primary policy research and engagement funding program, was recently evaluated.[26] The evaluation concluded that there is a demonstrated need for research activities conducted under the program; the program plays a significant role in meeting policy research and engagement responsibilities identified by the Government of Canada; and the program supports the Agency's activities in terms of policy decision and direction.

In 2011-2012, ACOA's PAC program activity will assist the region in facing challenges affecting Atlantic Canada's overall economic vitality. Demographic trends and recovery from the economic crisis will continue to be key factors as ACOA works with its partners on initiatives to increase innovation and the commercialization of research and new technologies, promote entrepreneurship and business development, and facilitate Atlantic Canada's success in the global marketplace.

2.1.4 Program Activity: Internal Services

Financial Resources ($ millions)			Human Resources (FTEs)		
2011-2012	2012-2013	2013-2014	2011-2012	2012-2013	2013-2014
35.9	35.9	35.9	313	313	313

Internal Services are groups of related activities and resources administered to support the needs of programs and other corporate obligations of an organization. These groups are: management and oversight services; communications; legal services; human resources management; financial management; information management services; information technology; materiel services; acquisition services; and travel and other administrative services. Internal Services includes only those activities and resources that apply across the entire organization and not to those provided specifically to support a program.

The priority for Internal Services will be to focus on the four management priorities as described in section 1.4.1 Contribution of Priorities to Strategic Outcome. They are Public Service Renewal, efficiency, management information, and values and ethics.

Another strong focus area will be the continued implementation of the Treasury Board of Canada Secretariat Policy on Internal Control. The Agency will test and validate the effectiveness of its key internal controls and make any adjustments required.

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[26] *Evaluation of the Atlantic Canada Opportunities Agency's Atlantic Policy Research Initiative*, ACOA, March 17, 2010. For the full report, visit http://www.acoa-apeca.gc.ca/English/Accountability/AuditsAndEvaluations/Pages/Evaluations.aspx.

ACOA is a participant in the Federal Sustainable Development Strategy and contributes to Theme IV: Shrinking the Environmental Footprint – Beginning with Government, and to other areas related to Greening Government Operations (GGO) through the Internal Services program activity. The department contributes to the following GGO target areas:

- electronic waste
- printing units
- paper
- green meetings
- green procurement

For additional details on ACOAs activities, please see the supplementary information table titled Greening Government Operations at http://www.tbs-sct.gc.ca/rpp/2011-2012/info/info-eng.asp.

Section 3: Supplementary Information

3.1 Financial Highlights

The future-oriented financial highlights presented in this report are intended to serve as a general overview of ACOA's financial operations and are prepared on an accrual basis to strengthen accountability and improve transparency and financial management.

The summary set of the future-oriented financial statements can be found on the Agency's website at http://www.acoa-apeca.gc.ca/English/publications/ParliamentaryReports/Pages/ReportonPlansandPriorities20112012.aspx.

($ millions)

Condensed Statement of Operations For the Year (Ended March 31)	Future-oriented 2010-2011	Future-oriented 2011-2012
EXPENSES		
Total Expenses	364.5	270.0
REVENUES		
Total Revenues	9.6	9.7
NET COST OF OPERATIONS	354.9	260.3

3.2 Supplementary Information Tables

Supplementary information tables for the *2011-2012 Report on Plans and Priorities* can be found on the Treasury Board of Canada Secretariat's website at http://www.tbs-sct.gc.ca/rpp/2011-2012/info/info-eng.asp.

- Details of Transfer Payment Programs
- Evaluations and Internal Audits (2011-2012, 2012-2013 and 2013-2014)
- Greening Government Operations
- Horizontal Initiatives
- Sources of Non-respendable Revenue

Section 4: Other Items of Interest

Information on ACOA's organizational structure is available on the Agency's website at http://www.acoa-apeca.gc.ca/English/WhoWeAre/OurPeople/Pages/home.aspx.

The following additional information is available on ACOA's website at http://www.acoa-apeca.gc.ca/English/publications/ParliamentaryReports/Pages/ReportonPlansandPriorities20112012.aspx.

- Atlantic Canada's Economy
- Repayable Contributions Portfolio of the Business Development Program
- Three-Year Plan for Transfer Payment Programs
- Information on Program Sub-activities of ACOA's Program Activity Architecture
  - Innovation
  - Entrepreneurship and Business Skills Development
  - International Business Development
  - Financing Continuum
  - Community Mobilization
  - Community-based Business Development
  - Community Investment
  - Infrastructure Programming
  - Policy
  - Advocacy
  - Coordination

4.1 Sustainable Development Activities

Based on the Federal Sustainable Development Strategy (FSDS), ACOA commits to:

- provide more specific information on departmental sustainable development activities appropriate to the Agency's mandate;

- strengthen the application of strategic environmental assessments (SEAs) by ensuring that the Government's environmental goals are taken into account when pursuing social and economic goals; and

- pursue best practices when reporting summary information on the results of SEAs linked to the FSDS goals and targets in order to ensure that environmental decision making is more transparent.

For additional details on ACOA's activities to support sustainable development, visit http://www.acoa-apeca.gc.ca/English/publications/ParliamentaryReports/Pages/ACOAscontributiontotheFederalSustainableDevelopmentStrategy.aspx. For complete details on the FSDS, go to http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=C2844D2D-1.